



DEPARTMENT OF THE ARMY
UNITED STATES ARMY GARRISON HEIDELBERG
UNIT 29237
APO AE 09102-9237

IMEU-HEI-PL

15 March 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: United States Army Garrison Heidelberg Command Policy Memorandum # 27,
Organizational Inspection Program

1. Reference AR 1-201, Army Inspection Policy 17 May 1993.
2. Purpose: To articulate the Commander's philosophy on Organizational Inspections and establish responsibilities, policies and procedures for planning and conducting inspections.
3. Commander's philosophy: Inspections are a command responsibility. They are an integral part of management cycles. Information obtained from inspections provides the basis for the commander's assessment of the organization's readiness. Inspections result in adjustments being made in resources, personnel, training methods, and other areas that support mission essential tasks. Command Inspections are opportunities to train and learn. Inspectors will teach as well as inspect for compliance during their visits.
4. Responsibilities:
 - a. Commander, USAG Heidelberg:
 - 1) Establish inspection policy for subordinate levels of command consistent with Army Inspection Policy (AR 1-201).
 - 2) Establish an Organizational Inspection Program (OIP) designed to ensure that inspections compliment each other and minimize disruption of the mission
 - 3) Review inspection policies and programs annually to ensure that the frequency, scope, and duration of inspections remain valid.
 - b. USAG Heidelberg Staff will:
 - 1) Coordinate the Organizational Inspection Program using official taskings.
 - 2) Monitor their functional areas within subordinate organizations.
 - 3) Conduct staff assistance visits as directed by the commander.

c. The Inspector General, USAG Heidelberg:

- 1) Is the proponent for inspection policies within the ASG
- 2) Reviews DA and Installation Management Agency regulatory guidance that requires an Organizational Inspection Program (OIP).
- 3) Coordinates inspections of USAG Heidelberg units and activities by external or non-Installation Management agencies.
- 4) Keeps the USAG Heidelberg commander informed of the effectiveness of the OIP.

d. Subordinate Garrison Commanders will:

- 1) Combine inspections in their units and incorporate, where possible, periodic requirements such as safety, fire marshal, and physical security inspections into command inspections.
- 2) Coordinate inspection activities with operations and training personnel.
- 3) Provide a copy of any external inspection report to the USAG Heidelberg IG within 60 days after an inspection.
- 4) Incorporate inspections into the training planning process IAW FM 7-0.

e. Staff elements at USAG Heidelberg and subordinate Garrison levels will:

- 1) Monitor their functional areas and review results prior to out briefings.
- 2) Prepare and maintain current checklists for their functional areas used during the Command Inspection Program. Furnish one copy to the USAG Heidelberg DPTMS for the master files.
- 3) Conduct command directed staff inspections, visits, and follow-ups.
- 4) Be prepared to provide training and assistance in proponent area.

5. Inspection policies: The following policies apply to all inspections within the USAG Heidelberg.

- a. The overall intent of OIPs is to ensure all missions for the USAG Heidelberg are being accomplished to standard.

b. Inspections are a command responsibility. All command and staff inspections will be conducted with the commanders and principal staffs present

c. There is no requirement for written responses to inspections.

6. Command Inspections:

a. The USAG Heidelberg will schedule and conduct an annual Command Inspection of each subordinate Garrison. These inspections will include all functional areas. The USAG Heidelberg Commander or CSM will conduct an in "ranks" inspection of each battalion.

b. Initial Command Inspections (ICI), by the subordinate Garrison Commander and principal staff, will be conducted for new company commanders within 90 days after the assumption of command. ICI results are given only to new company commanders. The results must clearly state the company's strengths and weaknesses in order to provide a baseline from which to establish company goals. After the ICI, the rater will conduct an informal counseling session with the commander of the inspected unit. After the ICI, periodic command inspections of companies will be scheduled during the year. The periodic inspection should be tailored to enable unit commanders to measure the progress of their units since the ICI.

7. Inspector General Inspections:

a. AR 20-1 specifically governs the development and conduct of IG inspections. IGs are prohibited from participating in command and staff inspections.

b. The USAREUR IG conducts general or special IG inspections of the Garrisons and subordinate organizations. The general inspection is broad in scope and focuses on systems rather than organizations.

8. Additional guidance: Inspected units will be informed of an impending inspection through their chain of command 5 weeks prior to the date of the inspection.

a. Inspection activities will follow the administrative guidance of enclosure 1 and the report guidance of enclosures 2 and 3.

1) On-the-spot corrections should be made whenever possible and annotated in reports.

2) Commendable performances by individuals or creative/unique programs, which enhance readiness, are to be recognized and acknowledged in reports.

b. Replies by Endorsement (RBE) will be the exception and not the rule. The normal procedure will be to require an RBE only if previously identified deficiencies are noted during a follow up inspection.


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c. Follow up inspections for areas with "unsatisfactory" or "needs improvement" findings will be conducted within 90 days of the original inspection. Determinations of the need to re-inspect will be made by the USAG Heidelberg Commander or inspecting staff section chief.

9. The proponent for this OIP policy is the Inspector General, USAG Heidelberg.

3 Encl


WILLIE E. GADDIS
Colonel, AV
Commanding



DISTRIBUTION:

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Administrative Issues and Procedures

1. The basic memorandum contains the policy for conducting the Organizational Inspection Program (OIP) within the USAG Heidelberg . This enclosure contains general guidance and administrative issues.
2. Checklists will be prepared and updated by each directorate/section whenever references are updated. Electronic copies of updated checklists will be forwarded to the USAG Heidelberg DPTMS POC for addition to the master OIP checklist files and forwarding to the battalion OIP POCs. Checklists will be review for applicability and currency at least annually by each directorate/section.
3. The USAG Heidelberg DPTMS will schedule units annually for OIPs. Priority of scheduling will be in the January through May time period. Scheduling includes coordination with the Command Group, subordinate Garrison POCs, staff directorates and sections to minimize conflicts. A memorandum signed by the USAG Heidelberg Commander formalizing the schedule will be distributed annually to the subordinate Garrisons and USAG Heidelberg staff. Changes to the annual schedule will be signed by the USAG Heidelberg DPTMS and distributed as required. The USAG Heidelberg DPTMS prepares notification memorandums for each battalion not less than 5 weeks prior to each inspection. These memorandums finalize any changes, distribute the inspection schedule, and serve as a reminder to the unit and staff to coordinate their upcoming visits.
4. Staff Sections coordinate with their counterparts to conduct the OIP on Monday, Tuesday, or Wednesday of inspection week. If there are conflicts, (i.e.: leaves, TDYs, etc) the staff section will conduct the inspection prior to the inspection week after coordination with the unit. Results will be forwarded to the USAG Heidelberg DPTMS POC as follows:
 - a. Briefing slides (format provided in enclosure 2) are due NLT 1200 of Thursday of the inspection week to the USAG Heidelberg DPTMS POC. The USAG Heidelberg DPTMS will prepare the briefing package for the out briefing normally scheduled for 1400 hours on Friday of inspection week.
 - b. Written results (format provided in enclosure 3) are due by the Friday following inspection week to the USAG Heidelberg DPTMS POC. The USAG Heidelberg DPTMS will prepare the written report for the USAG Heidelberg Commander's signature within 5 working days and distribute to the inspected unit and USAG Heidelberg staff upon signature. The USAG Heidelberg DPTMS will maintain master files of OIP inspection results.
5. Follow up inspections for areas with "Needs Improvement" and "Unsatisfactory" findings will be conducted within 90 days of the original inspection. Determination of the need to re-inspect will be made by the USAG Heidelberg Commander or inspecting staff section chief.

Areas with systemic or other problems beyond control of the unit do not require re-inspection. Examples include a slot or personnel shortage action not within the control of the unit. A recruitment action that the unit has not performed or taken prompt follow up action to complete would be subject to re-inspection. Results of re-inspections should use the same format as listed in the enclosures to the basic memorandum and be forwarded to the USAG Heidelberg DPTMS POC. The USAG Heidelberg DPTMS will prepare a follow up report for signature by the USAG Heidelberg Commander, distribute to the unit and staff, and post to the master files for record purposes.

	<h1>OUTBRIEFING</h1>	
<h2>S2/3</h2>		
<p>(NOTES: The title slide will list your staff directorate or section title in Times New Roman style, 60 font pitch, bold, centered on the chart. The date of the briefing will be listed at the bottom of the page, Times New Roman style, 18 font pitch, bold.)</p>		
<p>1 September 2003 (SAMPLE CHART)</p>		



OUTBRIEFING



S2/3

<u>AREAS INSPECTED</u>	<u>OUT</u>	<u>SAT</u>	<u>N/I</u>	<u>UNSAT</u>
Training		X		
Training Ammunition		X		
Training Program	X			
NEO			X	

(NOTES: The second slide in the section briefing will list the areas inspected during the OIP. The staff section will be at the top in Times New Roman style, 36 pitch, bold. Areas inspected will be Times New Roman style, 24 pitch. Area titles and results will be bold with sub-areas in normal print style.)

(SAMPLE CHART)



OUTBRIEFING

S2/3



SUBJECT: Tasking

**OBSERVATION: Well organized and operated program.
Good distribution and response to tasking actions for
both community and internal activities.**

**RECOMMENDATION: Continue the excellent work.
Recommend SSG Ima Example for Commander's Coin.**

RATING: Outstanding

(SAMPLE CHART)



OUTBRIEFING

S2/3



SUBJECT: Capitalize headings for SUBJECT, OBSERVATION, RECOMMENDATION, and RATING. Content of each area will be normal style typing. Use Times New Roman style, 20 or 24 pitch for findings with 8 pitch line spacing between categories. Section title in 36 pitch. All entries will be bold.

DISCUSSION: List the finding and briefly describe the implication or results. For Needs Improvement or Unsatisfactory list the reference upon which the finding is based.

RECOMMENDATION: Briefly identify suggestions for improvement. If re-inspection is required, list the expected time for re-inspection eg: "Re-inspect within 90 days." Individuals can be named for exceptional performance and recommended for recognition.

RATING: List "Outstanding", "Needs Improvement", or "Unsatisfactory". Satisfactory results in areas are not briefed.

(SAMPLE CHART)



OUTBRIEFING

S2/3



SUBJECT: NEO

OBSERVATION: Unit does not have current, valid UNR rosters. Without trained UNRs, the BSB cannot effectively notify or conduct NEO operations.

RECOMMENDATION: Coordinate with tenant units for appointment and training of UNRs and maintain UNR roster at BSB. Re-inspect within 90 days.

RATING: Needs Improvement

(SAMPLE CHART)

OIP Written Report Guidance

This is the template for the OIP final results. Include your findings in the appropriate section below. All documents will be prepared with Times New Roman, 12-font format. Do not use highlights, bold, underline, italic or color within the report. Note that the standards must be clearly stated in the “Findings and Recommendations” section. By following this template, we can get the results out to the Garrisons more quickly.

High Priority Areas: (These are areas that are “Show-Stoppers” for the Garrison; failure in these areas will prevent the Garrison from accomplishing its mission.)

Example of a narrative paragraph:

Child and Youth Services Administration. Inspectors found recurring deficiencies throughout the Child and Youth Services Administration program. Inspectors also determined that Child and Youth Services Administration Centers are operating at less than capacity. Management must immediately develop and implement a tracking system for corrective actions and intensively follow through to insure compliance. The DOD Fee Policy is not being followed. This policy must be reviewed by the Program Chief, and explained to parents so that appropriate adjustments can be made. The Child and Youth Services Administration did not have a “Child Abuse Reporting” SOP on hand for the last inspection. Although inspectors were shown a copy of a new SOP, it did not appear that the SOP was coordinated with appropriate staff agencies. Thus, inspectors determined that the Child and Youth Services Administration would have difficulty in implementing actions in the SOP if a case of child abuse were to occur. Inspectors determined that the Child and Youth Services Administration did not properly coordinate their “Children Remaining After Closing” SOP with parents, SWS, or the Provost Marshall’s office. **This is a recurring deficiency from last year and must be corrected immediately.** Finally, the Child and Youth Services Administration should conduct a review of its usage of available space within the child/youth branch and make applicable changes based on needs assessment. It is critical that XXXX Child and Youth Services Administration conduct a thorough update and review of their SOPs and policies to ensure they are valid, coordinated with all other applicable staffs and agencies, and able to be implemented. The USAG Heidelberg MWR is available for assistance.

Areas of Emphasis: (These require subordinate Garrison commander influence and involvement).

Example of a narrative paragraph:

Bulk Fuel Operations and Accountability of Fuel Coupons. UR 710-2-1 paragraph 12-21b states that bulk fuel storage tank must be gauged whenever there are issues or receipts of fuel. Furthermore, paragraph 12-21c additionally requires a monthly physical inventory of each type

of bulk fuel on hand. UR 703-2 requires that all fuel coupons on hand be inventoried as a sensitive item at the end of each month. Furthermore, fuel coupons must be kept in a secured safe or lockable container. Our inspector determined that fuel inventories were not being regularly conducted and that the fuel coupon inventory did not reflect the actual amount of coupons on hand. The Garrison PBO must ensure that monthly inventories are properly and accurately conducted. Fuel coupon monthly inventory must reflect the actual amount of fuel coupons on hand at the time of the inventory.

Areas of Influence/Interest: (These areas require staff influence).

Example of a narrative paragraph:

Standardization of DES Operations: Presently the USAG Heidelberg does not have a one source SOP document that BSB PMOs can reference to determine how the USAG Heidelberg conducts business. There are many memorandums, emails and vocal directives but no publications that provide a one source “how to do it” reference. Essentially, the USAG Heidelberg DES will develop a Provost Marshall Operations SOP that will include all possible areas of operation including specific USAG Heidelberg and Heidelberg subordinate Garrison Commander requirements (e.g. highlighted blotters, etc.). The USAG Heidelberg DES will work closely in concert with the subordinate Garrison DES’ to insure the product is a good-quality working document. The USAG Heidelberg DES expects to have a draft completed by the 1 July XXXX.

XXXth Garrison OIP Final Report

Part II

Areas of Excellence

The “Areas of Excellence” should reflect the “Outstanding Findings” briefed during the OIP Out Briefing for the Battalion. They should list the finding in detail and clearly identify what made the result an outstanding. Personnel and/or sections may be identified and recommended for recognition and awards in these listings. Examples of narratives and a template follow:

AREA (Staff Section): Area inspected
<p>OBSERVATION: Use Times New Roman with 12 font for preparing these findings. After the “AREA” list in parentheses the section or directorate reporting the finding. Then list the subcategory for the area inspected. References may be listed and personnel may be identified for recognition within the body of the observation. Describe the outstanding finding in detail. For every “Outstanding” finding in the CIP Out Briefing for the Battalion there should be a listing in the “Areas of Excellence”. The Out Briefing slides are not part of the final written report so these written findings constitute the record portion of the outcome for the area inspected. Do not Bold, Underline, Italic, Color or otherwise highlight areas or observations.</p>

(Example Only)

AREA (DES): Drug Abuse Resistance Program
<p>OBSERVATION: Highly proactive and motivated program. They have influenced their ability to reach out 200% by training a second instructor to support the middle school. The community is only authorized one D.A.R.E. Instructor. Both instructors are extremely motivated and have developed an outstanding program.</p>

(Example Only)

AREA (DPTMS): Training
<p>OBSERVATION: Ms. I Am Example did an outstanding job. Her reference files and policy documents are complete and up to date. The unit training guidance she prepared captured all essential information and clearly identified requirements for annual and recurring training IAW UR 350-1. The training schedules were accurate and contained critical information for the tenant units to schedule their activities without conflict with BSB functions and range distractions. Her files and records of training participation and accomplishment should serve as a model for the group for accuracy and clarity. Recommend she be recognized with a Commander’s Coin from the USAG Heidelberg Commander.</p>

XXXth Garrison OIP Final Report

Part III

Findings & Recommendations

The “Findings and Recommendations” section should reflect the “Needs Improvement” or “Unsatisfactory” findings briefed during the OIP Out Briefing for the Battalion. They should list the finding in detail, provide a reference, and clearly identify what made the result a Needs Improvement or Unsatisfactory finding. If follow up visits or re-inspections are required, the time period for the return visit should be listed in the recommendation. Examples of narratives and a template follow:

FINDING # (Staff Section): Area Inspected
<p>STANDARD: AR XXX; USAREUR SOP YY dated 15 Jul XX, states that...(include the wording from the regulation, etc., that specifically deals with the deficiency noted in the discussion paragraph below).</p> <p>DISCUSSION: Provide a detailed explanation for the finding. Discuss the background, situation, and conditions that created the Needs Improvement or Unsatisfactory result. Use Times New Roman with 12 font for preparing these findings. After the “FINDING” leave the number blank. The finding number will be filled in when the Garrison report is compiled. List in parentheses the section or directorate reporting the finding. Then list the subcategory for the area inspected. References must be listed. For every “Needs Improvement” or “Unsatisfactory” finding in the CIP Out Briefing for the Battalion there should be a listing in the “Findings and Recommendations”. The Out Briefing slides are not part of the final written report so these written findings constitute the record portion of the outcome for the area inspected. Do not Bold, Underline, Italic, Color or otherwise highlight comments.</p>
RECOMMENDATION: Identify a specific recommendation to correct the finding. If a re-inspection is required identify the time period recommended.

(Example Only)

FINDING # (S4/DOL): Bulk Petroleum/Fuel Accountability
<p>STANDARD: UR 710-2-1 paragraph 12-21b states that bulk fuel storage tank must be gauged whenever there are issues or receipts of fuel. Furthermore, paragraph 12-21c additionally requires a monthly physical inventory of each type of bulk fuel on hand. UR 703-2 requires that all fuel coupons on hand be inventoried as a sensitive item at the end of each month.</p> <p>DISCUSSION: Our inspector determined that fuel inventories and gauging were not being regularly conducted and that the fuel coupon inventory did not reflect the actual amount of coupons on hand.</p>

RECOMMENDATION: The Garrison PBO must ensure that monthly inventories and fuel gauging are properly and accurately conducted. Fuel coupon monthly inventory must reflect the actual amount of fuel coupons on hand at the time of the inventory. Re-inspect within 90 days.

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c. Follow up inspections for areas with "unsatisfactory" or "needs improvement" findings will be conducted within 90 days of the original inspection. Determinations of the need to re-inspect will be made by the USAG Heidelberg Commander or inspecting staff section chief.

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/s/
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